ANNUAL REPORT

2010/11

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

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NOTE ABOUT LANGUAGE USAGE IN THIS DOCUMENT

For the purposes of this document, *First Nations* is used in reference to registered on- and off-reserve and non-status individuals and organizations original to British Columbia, while *Aboriginal* is used in reference to all Indigenous peoples in Canada, including First Nations, Inuit and Métis. First Peoples' Heritage, Language and Culture Council programs, with the exception of the arts program, are developed specifically to support B.C. First Nations communities.

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MESSAGE FROM THE BOARD CHAIR

To the Honourable Mary Polak, Minister of Aboriginal Relations and Reconciliation

On behalf of the Board of Directors of the First Peoples' Heritage, Language and Culture Council (the First Peoples' Council), I am pleased to present our *2010/11 Annual Report.*

The First Peoples' Council was established in 1990 through the *First Peoples' Heritage, Language and Culture Act*, which was designed to prevent the loss of the unique Indigenous languages, arts and cultures in British Columbia. The First Peoples' Council administers funds to support the First Nations people of B.C. to preserve their linguistic and cultural heritage for future generations.

The financial position of the organization at year-end is balanced. The Auditor's Report is unqualified and financial statements are considered to fairly represent the financial position and operations of the First Peoples' Council for the year ended March 31, 2011. There were very few variances from anticipated results.

There were no significant financial variances from the 2011/12 service plan budget. However, it is important to note that revenue declined by 10% from fiscal 2009/10 to 2010/11. *For more detail on our Statement of Financial Position and financial performance see the Management Discussion and Analysis on page 28.*

A few highlights of the past year included:

- The release of the *2010 Report on the Status of B.C. First Nations Languages*, which is a definitive measure of the condition of our languages. The report received media attention across the country, including coverage in the *Globe and Mail* newspaper and on the front page of the *Times Colonist*. A year later, it continues to be referred to in the media.

- An increase in federal funding announced in 2010/11 through the Aboriginal Languages Initiative—from $232,470 to $834,400 per year.

- Executive Director, Tracey Herbert was invited to travel to China to offer advice and expertise on Indigenous language revitalization by the Qiang. The Qiang then came to Canada on a study tour, which included meetings with government officials (including the Minister of Aboriginal Relations and Reconciliation, and reps from the Department of Canadian Heritage and Ministry of Advanced Education), as well as First Nations leadership, communities, and organizations. Funded by the Canadian International Development Agency, the project was a partnership between the First Peoples' Council and GeoSpatial/Salasan Consulting.

- Development of the *FirstVoices Mobile Application (app)*, which allows communities to transfer content from their FirstVoices language archives to the iPhone, iPod Touch and iPad.

- Launch of the online *Heritage Toolkit* to provide guidance and information to First Nations on how to protect their heritage sites.

We have also continued to develop community resources and training for the Master Apprentice Program, Language Nests, Language and Culture Camps and FirstVoices. We hope to develop training for the Language Authority program in 2011/12.

Since the release of the *2010/11 – 2012/13 Service Plan*, we have changed some of our performance measures and targets due to shifts in funding and to streamline our performance management system. We fell below targets for a couple of our performance measures this year, but exceeded our targets for all others. We will continue to critically evaluate our work and be innovative and flexible in our approaches.

Over the past year, we have been meeting regularly with officials at the Ministry of Aboriginal

The First Peoples' Council serves 203 B.C. First Nations, 34 languages, 61 language dialects and First Nations arts, culture and educational organizations.

Relations and Reconciliation to discuss how to streamline Crown and funder reporting processes. We would like to invest in a back-end data management system to support our work and to map out where our funding is being distributed in B.C. This type of system would allow us to be more accountable and contribute to community development by providing ideas and inspiration for programs that work at the community-level.

In 2009, we consulted with First Nations about a change to modernize the First Peoples' Council's governance model through the updating of our legislation, which received 87% overall approval in a survey of all B.C. First Nations. The purpose of the legislation is to include all B.C. First Nations language groups on the First Peoples' Council's Advisory Committee. Now that the legislation has been passed, we will be working on communications activities to inform our community partners about the benefits and effects of the change.

Despite all of the amazing work being undertaken in our organization and in communities, our greatest challenge continues to be the state of First Nations languages. In April 2010, we released the *2010 Report on the Status of B.C. First Nations Languages*, an in-depth, comprehensive study that provides concrete information on the numbers of speakers and learners of First Nations languages in B.C. as well as an analysis of the resources available to them. It reveals that our languages are in a critical state and immediate action must be taken.

We know that most fluent First Nations language speakers across the 34 languages and 61 dialects are well over the age of 65 and are passing on without new, young speakers to take their place. According to the report, 8 languages are severely endangered and 22 are nearly extinct. Data in the report indicates that without immediate action and investment, most of our languages will be gone in 4 to 5 years.

We know there is still time to act, although the window is closing fast. We now have just a few years left before more of our languages disappear. And while there is much work to be done, I am proud to acknowledge the hard work and commitment of all First Nations language speakers, teachers and learners and everyone working to preserve their languages.

Sincerely,

Lorna Williams

CHAIR OF THE BOARD OF DIRECTORS

ACCOUNTABILITY STATEMENT

The 2010/11 First Peoples' Heritage, Language and Culture Council Annual Report was prepared by the staff of the First Peoples' Council under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and B.C. Reporting Principles. The Board is accountable for the contents of the report, including what has been included and how it has been reported.

The information presented reflects the actual performance of the First Peoples' Council for the 12 months ended March 31, 2011 in relation to the service plan, which was published in March 2010.

The Board is responsible for ensuring internal controls are in place to ensure information is measured and reported accurately and in a timely fashion.

All significant assumptions, policy decisions, events and identified risks, as of March 31, 2011 have been considered in preparing the report. The report contains estimates and interpretive information that represent the best judgment of management. Any changes in mandate direction, goals, strategies, measures or targets made since the *2010/11 – 2012/13 Service Plan* was released and any significant limitations in the reliability of data are identified in the report.

ORGANIZATIONAL OVERVIEW

VISION AND MISSION

OUR VISION is one where "B.C. First Nations languages, cultures and arts are thriving, accessible and available to the First Nations of British Columbia, and the cultural knowledge expressed through First Nations languages, cultures and arts is recognized, valued and embraced by all citizens in B.C."

OUR MISSION is to provide leadership in British Columbia for the revitalization of First Nations heritage, languages, culture and arts.

OUR ROLE is to monitor the status of First Nations languages, cultures and arts, and to develop strategies that assist communities to recover and sustain their heritage. We serve our stakeholders and partners by providing programs and initiatives for heritage, language, arts and culture revitalization.

LEGISLATION AND MANDATE

The First Peoples' Council has been offering services and programs to support First Nations language, arts and culture revitalization in British Columbia for more than 20 years.

It was created by the provincial government in 1990 to administer the First Peoples' Heritage, Language and Culture program. The enabling legislation is the *First Peoples' Heritage, Language and Culture Act*. See: *www.fphlcc.ca/downloads/fphlcc-act.pdf*

The First Peoples' Council operates according to an annual shareholder's letter of expectations that outlines government's direction. Please see page 26 for information on the *2011/12 Shareholder's Letter of Expectations* and our planned actions to address it.

For details on amendments to our legislation, please see the Corporate Governance section on page 7.

OUR STAKEHOLDERS

B.C. First Nations communities
B.C. First Nations artists
B.C. First Nations arts and culture organizations
New Relationship Trust (NRT)
Ministry of Aboriginal Relations and Reconciliation (MARR)
BC Arts Council

OUR KEY PARTNERS

Native Economic Development Advisory Board (NEDAB)
First Peoples' Cultural Foundation
First Nations Education Steering Committee (FNESC)
First Nations Technology Council
Government of British Columbia
2010 Legacies Now Society
Canada Council for the Arts
B.C. Caucus of Cultural Centres
Department of Canadian Heritage
Network BC

WHAT WE DO

- Facilitate opportunities for First Nations communities in B.C. to receive funding for language and arts projects
- Advise government on programs and issues related to First Nations languages, arts and culture
- Develop programs and community development resources to encourage the revitalization of First Nations languages, arts and culture
- Facilitate relationship-building opportunities between government and non-governmental entities and First Nations experts

- Offer a network of information and opportunities to First Nations artists and language champions
- Offer advice and assistance to First Nations funding applicants
- Educate and share information with people in B.C. about First Nations languages, arts and culture
- Advocate for B.C. First Nations languages, arts and culture
- Provide training in language revitalization, archiving and immersion programs
- Work in partnership with First Nations communities to revitalize and archive First Nations cultures and languages and restore literacy and fluency in First Nations languages

OUR VALUES

Accountability – The Executive Director, Board and staff are directly accountable to our stakeholders and to First Nations in B.C.

Transparency – Program procedures and decisions will be open and transparent.

Results-based – Program delivery will be efficient and outcome-based.

Collaboration – Programs will be coordinated with other service providers and language groups to maximize benefits.

Integrity – All work will be done with an overriding focus on cultural integrity and honesty.

PROGRAMS WE DELIVER

The B.C. Language Initiative (BCLI) supports projects to revitalize B.C. First Nations languages through documentation, immersion programs, and material and curriculum development. First Nations communities and organizations are eligible to submit proposals. Note: the First Citizens' Fund provides a key source of operating/administrative dollars for the First Peoples' Council.

Language Immersion Programs
In 2007, the New Relationship Trust and the Ministry of Aboriginal Relations and Reconciliation committed to providing three years of annual funding for the development of four pilot language programs to meet priorities identified by First Nations

language stakeholders. The First Peoples' Council has committed to funding the immersion projects in a second three-year cycle beginning in 2010/11 in order to build capacity and provide support in a graduated process that has been proven to create fluent speakers. The programs are:

- *First Nations Language Authorities* – Communities that speak the same language or dialects of the same language come together to create long-term language revitalization plans, share resources and serve as the decision-making bodies for their language and dialects.

- *Pre-School Language Nests* – Language nests are childcare environments where the children, caretakers and volunteer Elders communicate only in their ancestral language to foster a new generation of fluent speakers. Parents are encouraged to participate and use the language in their homes.

- *Language and Culture Camps* – First Nations community members from different generations are given funding to host cultural activities on the land in their languages in order to foster both language and culture and to reinforce the fact that the two are inseparable.

- *The Master-Apprentice Program* – A three-year program cycle that unites committed language learners (apprentices) with fluent speakers (the masters) for 300 hours a year of complete language immersion.

Note: All language program participants are selected through a juried peer review committee of language experts.

The Aboriginal Arts Development Awards (AADA) are distributed to projects in four categories:

- *Individual* – projects that support the creative or professional development of emerging Aboriginal artists working in any artistic discipline

- *Organization* – supports either the capacity development of an arts organization, a specific project that the organization would not be able to undertake otherwise or a combination of both options

- *Sharing Traditional Arts Across Generations* – supports the transmission of traditional artistic practices from one generation to another, often through a mentorship program or other form of training

- *Aboriginal Arts Administrator and Cultural Manager Internships program* – helps place an aspiring arts administrator in an internship position with an established organization or in a mentorship program

Note: All arts grant recipients are chosen by a juried peer review committee of established artists and arts administrators.

FirstVoices
FirstVoices is our internationally recognized online Indigenous language documentation and teaching resource. FirstVoices provides state-of-the-art technologies, training and technical support to community language champions. *www.firstvoices.com*

Aboriginal Languages Initiative
This funding was administered by the First Peoples' Cultural Foundation in 2010/11 due to a change in criteria at the Department of Canadian Heritage. We have put in a proposal and hope it will revert back to the First Peoples' Council for 2011/12.

CORPORATE GOVERNANCE

Our governing legislation has been amended to include representation from all 34 B.C. language groups on our Advisory Committee and to meet modern best practices for Crown corporations. The regulations describing which languages would be included on the Advisory Committee passed on April 1, 2011 and these changes are currently being implemented. This means that each language group will have a cultural representative to provide advice to the First Peoples' Council's Board and staff. In this section, we will discuss our new governance model.

OVERVIEW – GOVERNANCE

The Minister of Aboriginal Relations and Reconciliation appoints the First Peoples' Council's 12-member Board of Directors. Nine members are recommended to the Minister by the Council's Board and three members are recommended to the Minister by the Board Resourcing and Development Office (BRDO).

The First Peoples' Council follows government's guiding principles on corporate governance for Crown agencies. Our shareholder's letter of expectations describes mandate, expectations, roles, responsibilities and accountabilities. Governance policies for the First Peoples' Council are reviewed annually to ensure that they continue to meet the First Peoples' Council's needs and are consistent with the government's guiding principles on Crown agency governance.

Complete governance information, including Board terms of reference, policy manual and attendance information is available online at *www.fphlcc.ca/about-us/governance*.

GOVERNANCE PRINCIPLES

We are currently redrafting our governance principles. They were recently discussed at our October 2010 AGM and we will post them on our website and share them in future reports once they have been completed.

IMPLEMENTING NEW PROCESS FOR SELECTION OF ADVISORY COMMITTEE AND BOARD OF DIRECTORS

Beginning May 2011, the membership on both the Advisory Committee and Board of Directors will be sought through an open application process, which will be developed and managed by the Board's Governance Committee.

This open application process means that any B.C. First Nations individual, organization or community will be able to nominate someone or apply for membership. The Advisory Committee and Board members will be recommended by the Governance Committee, while the Minister of Aboriginal Relations and Reconciliation will continue to approve all Board appointments.

This model will provide the First Peoples' Council with a wider range of representation than it currently has and will provide opportunities for more First Nations to participate on both the Advisory Committee and Board. It also provides more flexibility, which is consistent with modern best practices that allow Crown corporations to determine their own structure and governance processes.

ROLE OF THE ADVISORY COMMITTEE

The Advisory Committee acts as a bridge to First Nations communities and brings community-based ideas and issues to the attention of the First Peoples' Council. Its members each represent one of 34 active First Nations language groups in B.C. Members meet once a year at the First Peoples' Council's AGM and may attend additional meetings, subject to available resources.

ROLE OF THE BOARD

The mandate of the Board of Directors is to govern the operations of the organization by setting direction and policy, providing leadership to the First Peoples' Heritage, Language and Culture Council and advocating on behalf of members.

CORPORATE GOVERNANCE

BOARD OPERATIONS

- The First Peoples' Council convenes quarterly Board meetings, supplemented by conference calls as needed.
- Committees of the Board hold regular meetings by conference call.
- Standing committees meet independently and report details back to the Board, with minutes sent to the Board for review.
- At the AGM in October, the Board reports to the Advisory Committee and hosts workshops with Advisory Committee members to hear feedback on specific needs, programs and suggestions for improvement. This information guides the Board in setting organizational goals and strategies.

BOARD ACTIVITIES AND RESPONSIBILITIES

- Conduct strategic planning, including the annual service plan
- Undertake budgetary planning and accept these budgets by formal resolution
- Modify and/or adopt plans to meet the routine demands of the First Peoples' Council
- Assess and evaluate performance of the Council through the annual report
- Retain and manage the relationship with the Executive Director
- Record faithfully for the corporate record any minutes of their meetings
- Report to the Advisory Committee at the AGM

BOARD COMMITTEES

The **Governance Committee** conducts all high-level business related to policy development and review of Board policies and administrative policies, but does not have authority for financial policy, which is the responsibility of the Finance and Audit committees.

It also acts as a membership monitoring group to conduct all business related to Board membership, monitors Board meeting attendance, reviews the status of Board membership, welcomes new members, issues communications to members and notifies those members whose terms will be expiring.

Now that the amendments to the First Peoples' Council's governance are in force, the Governance Committee will be recommending membership to the Advisory Committee.

Members: Herbert Morven, *Chair;* Bill Cohen, Mariann Burka, Gary Johnston

The **Finance and Audit Committee** conducts all high-level business related to finance for the Board, such as budget review, audit review and financial policy development.

Members: Emma Donnessy, *Chair:* Marlene Erickson, Lorna Williams, Laura Webb

The **HR and Compensation Committee** is responsible for hiring and evaluating the performance of the Executive Director, and making recommendations for her remuneration levels.

Members: Tamara Davidson, *Chair:* John Haugen, John Elliott, Phyllis Chelsea, Cliff Atleo

Detailed descriptions of duties and terms of reference can be found on the First Peoples' Heritage, Language and Culture Council website at: *www.fphlcc.ca/about-us/governance.*

Staff, Board and Advisory Committee of the First Peoples' Council at Quaaout Lodge near Chase, B.C. for our 2010 Annual General Meeting

KEY ACCOUNTABILITIES

The First Peoples' Council's Board of Directors is accountable to the Minister of Aboriginal Relations and Reconciliation through the organization's annual service plan, annual report and through reporting on its transfer under agreement. The organization is also accountable to B.C. First Nations and its other funders, including the New Relationship Trust, the Department of Canadian Heritage, the BC Arts Council, the Canada Council for the Arts and the First Nations Technology Council.

2010/11 BOARD OF DIRECTORS

Dr. Lorna Williams,
(Chair and Business Representative)
Herbert Morven,
(Vice-Chair); Nisga'a Lisims Government
Tamara Davidson,
(Secretary); Council of the Haida Nation
Emma Donnessy, *(Treasurer); Kaska Tribal Council*
Mariann Burka, *(Government Representative)*
Bill Cohen, *Okanagan Nation Alliance*
Marlene Erickson, *Carrier Sekani Tribal Council*
John Haugen, *Nlaka'pamux Nation*
Laura Webb, *Treaty 8 Tribal Association*
Clifford Atleo, *Nuu-chah-nulth Tribal Council*
Phyllis Chelsea, *Northern Shuswap Tribal Council*
Gary Johnston, *(Urban Representative)*
John Elliott, *(recognized observer)*

2010/11 ADVISORY COMMITTEE

Mary Basil, *Ktunaxa Nation*
Clifford Atleo, *Nuu-chah-nulth Tribal Council*
Mike Willie,
Musgamagw Tsawataineuk Tribal Council
Phyllis Chelsea, *Northern Shuswap Tribal Council*
Bill Cohen, *Okanagan Nation Alliance*
Tamara Davidson, *Council of the Haida Nation*
Thelma Wenman, *Stó:lo Nation Council*
Emma Donnessy, *Kaska Tribal Council*
Marlene Erickson, *Carrier Sekani Tribal Council*
John Haugen, *Nlaka'pamux Nation Tribal Council*
John Henderson, *Kwakiutl District Council*
Susan James, *Lillooet Tribal Council*
Bernadette Manuel, *Nicola Tribal Association*
Herbert Morven, *Nisga'a Lisims Government*
Deborah Nelson,
Oweekeno-Kitasoo-Nuxalk Tribal Council
Tyrone McNeil, *Stó:lo Tribal Council*
Laura Webb, *Treaty 8 Tribal Association*
Chief Allan Louie, *Carrier Chilcotin Tribal Council*
Betty Sampson, *Gitxsan Chief's Office*

SENIOR MANAGEMENT

Tracey Herbert, *Executive Director*

OFFICE LOCATION

Brentwood Bay, B.C. on the Tsartlip First Nation

The First Peoples' Council complies with the 12 disclosure requirements of the *Best Practices Guidelines on Governance and Disclosure* published by the Board Resourcing and Development Office. Please see the governance section of our website and download our *Board Policies and Procedures Manual: www.fphlcc.ca/about-us/governance.*

REPORT ON PERFORMANCE

NOTES FOR ALL GOALS: Management strives to ensure information is accurate and unbiased by using internal tracking systems and consulting with outside experts. Where possible, using available resources, program evaluations are undertaken. As a unique organization with few other organizations with which to compare ourselves, we are not able to provide benchmarks for our performance measures.

GOAL 1

To provide programs and resources to support B.C. First Nations communities in realizing their visions for the revitalization of their arts, culture and languages—so that the wealth of B.C. First Nations arts, culture and languages are preserved, accessible, recognized and valued.

STRATEGIES

- Deliver arts, culture and language funding to B.C. First Nations communities and organizations
- Develop and distribute effective community development tools and resources to build community capacity and to help B.C. First Nations communities develop and implement long-term plans and programming for arts, culture and language revitalization
- Use technology to archive all B.C. First Nations languages and create new tools

DISCUSSION OF GOAL AND STRATEGIES

Providing programs and resources to B.C. First Nations to assist them to revitalize their language and culture is an essential part of our mandate. Therefore, this goal, and its accompanying strategies and performance measures are the most basic means of assessing our performance.

1.1 Number of arts projects funded

PAST PERFORMANCE		2010/2011 PERFORMANCE		FUTURE PERFORMANCE	
2008/2009	2009/2010	TARGET	ACTUAL	2011/12	2012/13
49	47	50	49*	50	50

DISCUSSION

We use the number of arts projects funded because it is the most basic way to monitor our support of Aboriginal artists in B.C. We have set the target at 50 because it is slightly higher than the numbers in the past two years (49 funded in 08/09 and 47 funded in 09/10).

*Although this appears to not meet the target, it is important to note that one application, which was deemed by our jury to be a better fit for the BC Arts Council adjudication process, received funding and support through that organization. With funding divided among 49 projects, it was possible to offer AADA grants to support some larger projects.

1.1 Number of arts projects funded (CONT'D)

This year, we received 80 Aboriginal Arts Development Awards applications, requesting a total of $971,635. Of the 80 applications, the impartial adjudication committee (made up of established artists in various fields and from diverse regions in B.C.) selected 49 projects to be awarded an Aboriginal Arts Development Award. The total amount distributed was $555,000. Here are the specifics:

CATEGORY	# OF APPLICANTS	TOTAL REQUESTED	# OF SUCCESSFUL APPLICANTS	TOTAL AMOUNT DISTRIBUTED	FUNDING SOURCE/ PARTNER
Individual Artists	31	$161,000	17	$81,000	BC Arts Council
Sharing Traditional Arts Across Generations	25	$290,434	16	$169,000	BC Arts Council ($94,000); New Relationship Trust ($75,000)
Organizations	17	$321,441	10	$133,740	BC Arts Council
Arts Administrator Internships	7	$198,760	6	$171,260	BC Arts Council ($96,260); NRT ($75,000)
TOTAL	80	$971,635	49	$550,000	

Further information about the successful AADA applications can be found in Appendix I. The data for this measure is provided by the arts department's database.

1.2 Number of language/culture projects funded

PAST PERFORMANCE		2010/2011 PERFORMANCE		FUTURE PERFORMANCE	
2008/2009	2009/2010	TARGET	ACTUAL	2011/12	2012/13
82	77	40	64	60	60

DISCUSSION

As with performance measure 1.1, monitoring the number of language/culture projects we fund demonstrates our ability to support language immersion programs in B.C.

In 2009/10, we greatly exceeded our target of 40 for this measure due to an increased number of projects receiving smaller amounts of funding. Our target of 40 has since been increased to 60 in the most recent service plan based on the assumption that our funding will continue at the same level.

This year we received 162 applications for language program funding, requesting $3,142,506 in total. Of the 162 applications, the impartial language adjudication committee selected 64 grant recipients and awarded $1,130,116 in total. Here are the specifics:

1.2 Number of language/culture projects funded (CONT'D)

PROGRAM	# OF APPLICANTS	TOTAL REQUESTED	# OF SUCCESSFUL APPLICANTS	TOTAL AMOUNT DISTRIBUTED	FUNDING SOURCE/ PARTNER
B.C. Language Initiative	44	$672,100	17	$243,446	New Relationship Trust ($143,446); Ministry of Aboriginal Relations and Reconciliation ($100,00)
Language and Culture Camp	36	$533,891	16	$227,000	MARR ($115,000); NRT ($112,000)
Pre-school Language Nest	23	$563,000	10	$213,000	NRT ($100,000); First Peoples' Cultural Foundation ($100,000); MARR ($13,000)
Master-Apprentice	29	$658,196	11	$217,000	NRT ($150,000); MARR ($67,000)
Language Authority and Language Planning	30	$715,319	11	$229,670	NRT ($150,000); MARR ($79,670)
TOTAL	**162**	**$3,142,506**	**65**	**$1,130,116**	

Although we were only able to fund 40% of the projects that requested funding, we were pleased to be able to fund four more projects than we anticipated. Based on our current funding levels, we believe that 60 remains a solid target. If we exceed this target next year, we will interpret it as a trend and will reassess our targets. Nonetheless, it is important to note that the high number of requests for funding demonstrates a need at the community level, as well as the capacity and commitment by First Nations to do the work required.

For more information about the language projects funded, please see Appendix 1. The data for this measure is provided by the language department's database.

1.3 Percentage of 59 dialects archived

PAST PERFORMANCE		2010/2011 PERFORMANCE		FUTURE PERFORMANCE	
2008/2009	2009/2010	TARGET	ACTUAL	2011/12	2012/13
Not tracked	Not tracked	5%	5.1%	5.1%	5.2%

DISCUSSION

This is an important indicator of how much is left to do before we can consider the First Nations languages of B.C. completely archived. Note: this was changed to "percentage of B.C. First Nations languages and dialects archived on FirstVoices" in the most recent service plan to provide clarity about what is being archived and where.

We calculate the percentage for this measure by multiplying the average words in a language's lexicon (our calculations are based on 20,000 words and phrases) by the 61 First Nations languages and dialects in B.C. and then comparing the number of entries archived at FirstVoices.com to that total.

Previous calculations used 59 languages and dialects and the name of the measure reflected this, but we now count two border languages, Cree and Saulteau, which have long established First Nations governments in the province. The Board of Directors made a decision to add the Cree and Saulteau languages to our official count of B.C. First Nations languages in 2010.

In the *2010/11 – 2012/13 Service Plan*, the targets for 2011/12 and 2012/13 increased by 1% per year (6% and 7% respectively), but First Nations language archiving at FirstVoices.com has not increased at that rate and we adjusted our targets in the most recent service plan to increase by 0.1% per year. (An increase of 0.1% amounts to a nominal increase of 1,220 entries).

Although FirstVoices has received some funding for technology development, it continues to be a challenge to acquire direct funding to increase the numbers of words and phrases in its archives. If FirstVoices were to receive additional direct funding for this purpose, we could bump the percentages up substantially.

The full cost to complete all of the archives is $3,196,317 per year over three years. At the time of writing, there are 45,345 words and 16,829 phrases archived at FirstVoices.com of the 1,220,000 words and phrases required to complete the archives. *At the current rate of progress, we estimate it will take 193 years to archive all of B.C.'s First Nations languages.* This demonstrates an immediate need for investment in documentation.

Since we have slightly exceeded our 2010/11 target by 0.1%, which meets our target for 2011/12 a year early, we will adjust our targets in our next service plan.

The data for this measure is provided by the FirstVoices.com website database.

1.4 Resources to support language and arts projects

PAST PERFORMANCE		2010/2011 PERFORMANCE		FUTURE PERFORMANCE	
2008/2009	2009/2010	TARGET	ACTUAL	2011/12	2012/13
13	17	10	18	10	10

DISCUSSION

With a community development approach, we support communities with more than just funding. Communities doing important work in language, arts and culture need the support of experts and access to information and technology to ensure the success of their projects.

As a result, the number of resources we create in a year links directly with our goal to "provide resources to support B.C. First Nations communities in realizing their vision for the revitalization of their arts, culture and languages."

We have created many resources in the past few years and our target in the *2010/11 – 2012/13 Service Plan* reflected a goal to continue to increase our resources. However, in the most recent service plan, a decision was made to keep the targets for future years relatively low and stable (10 for the next 3 years) with the idea that

1.4 Resources to support language and arts projects (CONT'D)

with a small staff, we could more realistically produce materials at a pace that would not increase dramatically from year to year.

In retrospect, we should have kept our target for 2009/10 at 17. However, when the target was created, we had not anticipated the addition of webinars to our repertoire of arts and language program resources. In all, there were six webinars offered in 2010/11, which bumped the number of resources that we offered from 12 to 18.

We will closely monitor our projections for resource development on a year-by-year basis and will change our targets based on those projections in future service plans.

The language program team produced these 10 resources over the past year:

- *2010 Report on the Status of B.C. First Nations Languages*
- *Pre-school Language Nest program*: a proposal development webinar and a best practices package
- *Language and Culture Camp program*: a proposal development webinar
- *British Columbia Language Initiative*: a proposal development webinar, a proposal development tutorial and a final report tutorial
- *Master-Apprentice program*: a proposal development webinar and an immersion toolkit
- *Language Authority program*: a proposal development webinar

The FirstVoices team produced **six** resources over the past year:

- FirstVoices Mobile app software for the iPhone, iPad and iPod Touch (nine First Nations languages were supported to transfer content to the app in 2010/11)
- Two manuals for the FirstVoices Language Tutor (a user and instructor's manual)
- A Language Tutor promotional video
- Two pre-existing dictionaries (for Sechelt and Carrier) were digitized for inclusion in the FirstVoices archive

The arts program team produced **two** resources over the past year:

- A proposal development webinar
- Heritage Toolkit, including:
  - *Heritage Glossary*: a clarification of heritage-specific terminology
  - *Formal Recognition of Heritage Places* information sheet
  - *A Values-Centred Management for Heritage Conservation* information sheet
  - *An Intangible Cultural Heritage* information sheet

All heritage information is available on our website *at www.fphlcc.ca/arts/heritage-toolkit*

We have been honoured to receive requests for these resources from many outside contacts, including academics who are using our immersion resources and the *2010 Report on the Status of B.C. First Nations Languages* and its measurement of endangerment. For example, requests have come from the Yukon Council of First Nations, the University of Victoria and Nanjing University in China. Our resources have all been designed to be downloaded from the website and we are pleased to share them.

The data for this measure is provided by the arts, language and FirstVoices department coordinators.

GOAL 2

To communicate effectively about the work of the First Peoples' Heritage, Language and Culture Council to ensure it is seen as the go-to organization for government, First Nations leadership and the public for information, services and advice related to B.C. First Nations arts, culture and language issues.

STRATEGIES

- Promote and celebrate First Nations languages, arts and culture in B.C.
- Raise awareness about the current state of B.C. First Nations arts, culture and languages
- Strengthen the organizational brand to improve awareness of the organization and its work with B.C. First Nations
- Continue to develop the First Peoples' Council as a strategic, responsive, results-based organization, and provide a supportive working environment that promotes innovation and results

DISCUSSION OF GOAL AND STRATEGIES

The success of our organization is based on the First Nations communities and individuals who apply for program funding and archive their languages at FirstVoices.com, on the trust and support of funders and First Nations leadership and on all who look to us for information and advice on B.C. First Nations languages and culture.

The measures we have chosen for this goal reflect the importance of being a recognizable and respected organization with an online presence and a targeted list of contacts who support our work and can have an impact on our mandate.

Description and Rationale for Performance Measure and Targets

We removed "reporting for contracts, contributions, MOU and crown agency requirements" as a performance measure in our *2011/12 – 2013/14 Service Plan* because it is not a high-level performance goal.

2.1 Re-branding to increase awareness of organization

PAST PERFORMANCE		2010/2011 PERFORMANCE		FUTURE PERFORMANCE	
2008/2009	2009/2010	TARGET	ACTUAL	2011/12	2012/13
N/A	New logo, website and collateral material in final stages of development	Roll out new identity, complete materials	Not met: new website and collateral material in final stages of development	Develop tracking tools to evaluate success of new brand	Track new materials

2.1 Re-branding to increase awareness of organization (CONT'D)

DISCUSSION

We are in the process of overhauling our brand identity with the help of Metaform Communication Design. While our name and identity have served us for the past 21 years and have become synonymous with our commitment to First Nations arts, languages and cultures, our organization and our image must grow to best represent us.

This performance measure is still in progress. We did not meet our target because of competing priorities for our communications staff person who is responsible for raising the profile of the organization and meeting government reporting requirements. Nonetheless, we have made good progress on this measure and will roll out our new identity complete with a new name, website and print materials in 2011/12.

We will set up tracking tools and evaluate the success of our new brand in subsequent years. We also plan to continue monitoring the perception of our brand after 2012/13, but will no longer include it as a performance measure.

2.2 Number of communications contacts

PAST PERFORMANCE		2010/2011 PERFORMANCE		FUTURE PERFORMANCE	
2008/2009	2009/2010	TARGET	ACTUAL	2011/12	2012/13
993	2,782	2,900	3,086	3,000	3,100

DISCUSSION

Our list of communications contacts includes 240 individuals from government, the private sector, First Nations leadership, academics and artists, as well as many from a variety of backgrounds who follow us through social media channels (at last count, there were 1,624 followers on Facebook and 1,222 on Twitter). We also maintain a separate list of contact information for each First Nation and Tribal Council.

In our *2010/11–2012/13 Service Plan*, the 09/10 target for "number of communications contacts" was 1,600. As we exceeded this target significantly, the targets in the latest service plan (also listed above) are based on the baseline set in 09/10. However, we have increased our targets for communications contacts gradually over the next three years because we have already assembled a comprehensive communications list.

Nonetheless, since we overshot our target by 186, thus exceeding our target for next year, we will slightly adjust our targets in our next service plan. The data for this measure is provided by our communications contacts database and our social media reports.

2.3 Website traffic for the First Peoples' Council, FirstVoices, Language Map

PAST PERFORMANCE		2010/2011 PERFORMANCE		FUTURE PERFORMANCE	
2008/2009	2009/2010	TARGET	ACTUAL	2011/12	2012/13
N/A	11,412,938 hits	115,000 visits	368,486 visits	117,000 visits	119,000 visits

[1] This number represented an increase, rather than a total number, which is what we now measure.

2.3 Website traffic for the First Peoples' Council, FirstVoices, Language Map (CONT'D)

Tracking our website traffic is a valuable way to measure our ability to communicate our message. In addition, it's important to note that our websites have an impact on language revitalization by offering public access to important resources and useful tools to anyone with access to a computer and the internet.

However, we have experienced some challenges creating a solid baseline for this performance measure. The reason is that our websites were tracked on different systems (Google Analytics and Funnel Web Analyzer) until we recently discovered discrepancies in the way each system tracks hits to our websites. For example, Funnel Web Analyzer recorded 6,527,462 hits to the language map in 2009/10; on Google Analytics, the number was 108,609. However, the two systems have been consistent with each other when it comes to tracking visitors. (Note: "Visits" measures the number of visitors to a site; "hits" measures each page a visitor goes to and every file they download.)

As a result of these discrepancies, we have decided to track visitors instead of hits, which is a more accurate website measure. This change can be seen in the current and future targets that have been chosen.

In the past, we had separate performance measures for each website, but we have included them in one all-inclusive measure in order to streamline our reports.

In 2010/11, traffic to our websites was as follows:

WEBSITE	VISITS
FirstVoices.com	214,610
FirstVoices Kids	48,142
fphlcc.ca (Council website)	43,845
maps.fphlcc.ca (Language Map)	61,889
TOTAL VISITS	368,486

The number of visits exceeds the number that was forecasted by more than 250,000. We attribute this to the wide media attention our language report received and the growing recognition of our organization and the work that is being done for First Nations languages.

As the actual for 2010/11 exceeds the target, we will modify our targets in the next service plan.

The data for this measure is provided through Google Analytics and Funnel Web Analyzer.

GOAL 3

To secure increased and sustainable funding for the full realization of the First Peoples' Heritage, Language and Culture Council's mandate to revitalize First Nations arts, cultures and languages in B.C.

STRATEGIES FROM THE 2010/11 – 2012/12 SERVICE PLAN

- Maximize use of limited resources through cost-sharing with strategic partners
- Continue to seek opportunities to leverage funding for community-based and regional heritage, arts, culture and language initiatives

DISCUSSION OF GOAL AND STRATEGIES

Securing increased funding so that we can realize our mandate and stem the loss of First Nations languages is critically important. However, we have so far not had success in realizing this goal. As such, we made a decision to modify this measure in the most recent service plan to:

To be a well-run, model organization that is respected by stakeholders and viewed as a good investment by potential funders.

This new measure allows us to track our success from a different perspective by looking at what it is that makes us a good investment. The idea is that this will then lead to increased funding, which will allow the organization to create a First Peoples' Cultural Institute.[3]

NEW STRATEGIES FOR 2011/12:

- Develop and maintain good working relationships with our community partners, government funders and First Nations leadership
- Continue to develop the First Peoples' Council as a strategic, responsive, results-based organization and provide a supportive working environment that promotes innovation and results
- Attract and keep the best staff
- Ensure governance follows best standards and practices
- Maximize use of limited resources
- Attract investment to the organization from provincial government ministries, the federal government and private sector partners
- Be seen as the best organization to run a First Peoples' Cultural Institute

Description and Rationale for Performance Measure and Targets

In addition to changing Goal 3 in the *2011/12 – 2013/14 Service Plan*, we also added a performance measure called "percentage of employees who report they are engaged or highly engaged." Since a satisfied staff is vital to a well run, respected organization, we will survey our staff annually to rate their overall engagement with the work they are doing. This will be reported in next year's annual report.

3.1 Number of new opportunities to leverage funding

PAST PERFORMANCE		2010/2011 PERFORMANCE		FUTURE PERFORMANCE	
2008/2009	2009/2010	TARGET	ACTUAL	2011/12	2012/13
2	3	2	4	2	2

[3] See Appendix II for more about the Council's vision for a First Peoples' Cultural Institute.

DISCUSSION

In order to achieve our mandate, we must identify every possible opportunity to leverage funding to expand programs, create new ones and hire staff.

We were able to exceed our target this year because of three opportunities that allowed us to leverage funding from the Department of Canadian Heritage through the Canada Interactive Fund for FirstVoices mobile language labs.

New opportunities to leverage funding in 2010/11 included:

- FirstVoices leveraged $20,000 in 2010/11 (and an additional $5,000 in 2011/12) from the First Nations Technology Council for the mobile language lab project
- FirstVoices leveraged $120,000 in kind for the Canada Interactive Fund proposal from the B.C. Ministry of Education and School District 63[4]
- FirstVoices leveraged $200,000 in kind for the Canada Interactive Fund proposal from the New Brunswick Ministry of Education[5]
- FirstVoices leveraged $60,000 in kind for the Canada Interactive Fund proposal from the Saanich School District 63[6]

Language and FirstVoices projects that receive funding from the First Peoples' Council also often leverage funding within their communities to support their work. We don't have the capacity to track these in-kind or cash investments made by communities and their partners to the projects.

In the *2010/11 – 2012/13 Service Plan*, our target for 2011/12 and 2012/13 was four, but we reduced it in the most recent service plan. We will need to re-evaluate our future targets for this goal as we have been able to exceed our target for the past two years.

The data for this measure is provided by the finance department.

3.2 Number of cost-sharing opportunities with partners

PAST PERFORMANCE		2010/2011 PERFORMANCE		FUTURE PERFORMANCE	
2008/2009	2009/2010	TARGET	ACTUAL	2011/12	2012/13
6	4	3	6	3	3

DISCUSSION

The name of this measure is a bit of a misnomer. The opportunities measured here are actually new funding opportunities that are provided to us by our partners, some of which are cost-shared. We will change the name of this measure to be clearer in subsequent reporting.

[4] Funding from the B.C. Ministry of Education and School District 63 is being provided as in-kind services, such as staff time and expertise, which allowed for a cash contribution to be leveraged from the Department of Canadian Heritage.
[5] Same as above.
[6] Same as above.

3.2 Number of cost-sharing opportunities with partners (CONT'D)

We were able to exceed the target for this measure this year with the help of funding partners who saw tremendous value in investing in immersion programming.

New funding opportunities in 2010/11 included:

- The Canadian International Development Agency provided $27,000 for organizing the Qiang study tour of B.C. and offering Indigenous language expertise.

- The (federal) Department of Canadian Heritage's Canada Interactive Fund provided $7,083 in funding in 2011/11 to FirstVoices to develop mobile language labs (the majority of this funding is still to come in 2011/12 – $408,617.)

- New funding to renew the **four** pilot immersion programs (see page 6):

    - *Language and Culture Camp Program:* $227,000 in funding ($115,000 provided by the Ministry of Aboriginal Relations and Reconciliation and $112,000 from the New Relationship Trust)
    - *Pre-school Language Nest Program:* $213,000 in funding ($13,000 from MARR, $100,000 from the First Peoples' Cultural Foundation and $100,000 from NRT)
    - *Language Authority and Language Planning Program:* $229,670 in funding ($79,670 from MARR and $150,000 from NRT)
    - *Master-Apprentice Program:* $217,000 in funding ($67,000 from MARR and $150,000 from NRT)

We will need to re-evaluate our future targets for this goal as we have exceeded our target for the past two years.

The data for this measure is provided by the finance department.

PERFORMANCE MANAGEMENT SYSTEMS

FORMAL PROGRAM REVIEWS

Conducted by independent experts, using data collected from program applicants, needs assessments, focus groups, individual applicant interviews and peer review committee recommendations and interviews.

FEEDBACK FROM PEER REVIEW COMMITTEES

Peer review committees are convened to make decisions regarding funding of projects. These committees of community and language experts also provide annual recommendations regarding programs, delivery materials, criteria, etc.

ADVISORY COMMITTEE FEEDBACK

The Advisory Committee members provide feedback on the administration and delivery of First Peoples' Heritage, Language and Culture Council programs in their territories. They also advise the Board on policy development.

COLLECTION AND ANALYSIS OF STATISTICS ON CLIENT USE OF SERVICES

The First Peoples' Council collects statistics and analyzes feedback to evaluate usage and effectiveness of its programming and communications tools. These include statistics on funding applications, website and media hits, document downloads and feedback from arts outreach workshops. Also available is an online "language needs assessment" that tracks speakers and identifies community resources that can assist with language revitalization.

ANNUAL PERFORMANCE REVIEWS

The First Peoples' Council's Board reports to the Advisory Committee at the AGM and gathers feedback. Management and staff undergo an annual formal review process and there is also an annual Board evaluation process.

BENCHMARKING

The First Peoples' Council has no identical organizations with which to compare itself, which makes benchmarking challenging. However, we have been following the work of the Woodland Cultural Centre, which has a similar mandate. Located in Brantford, Ontario, the Centre serves the same number of First Nations, but has a mandate to protect six languages (of 13 in Ontario).

In the 2009/10 Annual Report, we researched and reported the history, mandate and programs run by the Centre.

In 2010/11, we were able to find out that the Woodland Cultural Centre has 12 full-time staff, which is similar to the number employed by the First Peoples' Council.

The majority of the Centre's funding comes from the federal government through the Department of Indian and Northern Affairs. This is in contrast to the First Peoples' Council, which is funded largely at the provincial level by government and First Nations.

In terms of governance, they have three reps (a band councilor and community representatives) from each of three communities for a total of nine reps: the Wahta Mohawks, Six Nations of the Grand River and the Mohawks of the Bay of Quinte. This compares to the First Peoples' Council, which will have representation on its Advisory Committee from all 34 languages with the change in legislation.

KEY RISK AND CAPACITY ISSUES

RISK	EFFECT ON RESULTS	ACTION TO MITIGATE	CAPACITY TO MEET OBJECTIVE?
Extremely limited window of opportunity for effective action	The language report we released in 2010 shows that if significant action is not taken, many of the First Nations languages of British Columbia will be extinct in four years.	We are taking a multi-pronged approach to language loss, including: • Working with partners to maximize resources • Delivering funding for language immersion programs to communities • Developing and administering FirstVoices, an online language archiving tool	The First Peoples' Council is doing what it can with limited resources, but based on current levels of funding, will not be able to stabilize many of B.C.'s languages before they are lost.
Quantity and diversity of First Nations languages and cultures in B.C.	British Columbia has 34 distinct languages and 61 dialects as well as thousands of distinct cultural practices and traditional art forms. The sheer diversity of languages and cultures means that resources are spread thinly.	The First Peoples' Council is lobbying for additional resources and is making the most efficient use of its existing resources, including technological innovations. We support language authorities, which are entities that unite language communities divided by geography or political boundaries to ensure that each language family has a single, committed strategy and can share resources effectively.	In 2010/11 it was announced that we would be receiving an increase in federal funding in fiscal 2011/12. Additional technological innovations in 2010/11 included: • FirstVoices Mobile to allow mobile language learning • FirstVoices Language Tutor, an educational language tool • Digitizing two existing dictionaries for FirstVoices

RISK	EFFECT ON RESULTS	ACTION TO MITIGATE	CAPACITY TO MEET OBJECTIVE?
Limited resources available	B.C. is home to the majority of Canada's First Nations languages and cultures. However, limited funding means that not every language can be saved. For example, the last two speakers of the Hupačasath dialect passed away in 2009.	The First Peoples' Council and its stakeholders are working together to secure a more equitable share of federal funding. We report on the status of First Nations languages and cultures in B.C. so that our funding partners can make informed funding decisions. Furthermore, while we cannot fund language or arts programs in every B.C. community, we do provide language and arts resources, such as informational booklets, language preservation toolkits and arts career handbooks for free.	We will receive an increase in federal funding for fiscal 2011/12 (announced in December 2010)—from $232,470 to $834,400 per year.
Not all funding is being targeted by all funders in a coordinated manner to ensure maximum effectiveness	B.C. and Canada also contribute funding towards First Nations language and culture programs other than those offered by the First Peoples' Council. In some cases, this means that critical resources are being used to create new infrastructure instead of supporting existing infrastructure. Some funding is also being spent in areas such as "awareness" of First Nations languages instead of on critical immersion and archiving activities.	Over the next year, we will begin developing recommendations for how money for languages could be spent most effectively.	The First Peoples' Council will work with key stakeholders and partners to conduct analysis and develop recommendations in 2011/12.

KEY OPPORTUNITIES AND CAPACITY ISSUES

OPPORTUNITY	EFFECT ON RESULTS	ACTION TO MITIGATE	CAPACITY TO MEET OBJECTIVE?
Untapped private sector resources	If we were able to tap into funds available through the private sector, the effect on language immersion and archiving would be significant. However, our inability to do so means that the important work of language revitalization is not happening as quickly as it needs to in order to stem the loss of First Nations languages.	Individuals in the larger community are interested in First Nations arts, culture and language, and genuinely care about their survival. The First Peoples' Council will continue to work with the First Peoples' Cultural Foundation to build relationships with organizations and private sector donors that will lead to increased levels of funding.	Our capacity to raise funds through the private sector has so far been limited as we currently have no resources to invest in fund development.
Use of technology for recording and preserving cultural and language knowledge	Technology is an efficient way to meet the needs of individuals and communities all across the province. The development of innovative technology for First-Voices has resulted in positive attention in the media.	The increased usability and availability of technology has made recording and archiving cultural knowledge a viable option for even the smallest of communities. Since 2003, for example, more than 30 B.C. First Nations communities have uploaded thousands of text entries, sound files, pictures and videos to archives on FirstVoices.com. We are continuing to expand FirstVoices to make it even more robust. FirstVoices Language Tutor has given communities the chance to build state-of-the-art online language lessons, and we recently launched a FirstVoices language app for the iPhone, iPad and iPod touch.	We have been able to attract funding for research and development for technology and tools. However, the important work of content development (archiving words and phrases) continues to be limited by a lack of direct funding to support it.

OPPORTUNITY	EFFECT ON RESULTS	ACTION TO MITIGATE	CAPACITY TO MEET OBJECTIVE?
Unanimous support from B.C. First Nations leadership	The important partnerships that have been developed with First Nations at all levels mean that programs are aligned with the needs of communities.	B.C. leadership organizations have adopted resolutions of support endorsing the First Peoples' Council as the go-to organization for First Nations arts, language and culture revitalization in British Columbia. The First Peoples' Council will continue to work with First Nations leadership to draft and implement viable solutions to the critical issues of language and cultural loss in our communities.	We have developed good relationships and communication with First Nations leadership and receive invitations to participate on a regular basis.
Employment and capacity building for First Nations cultural sector	The First Peoples' Council has been able to tap into talent in communities and develop its own experts.	We provide funding to communities and train individuals to work in a volunteer-capacity in the areas of language and culture. There is a real opportunity for these cultural leaders to transition into full-time employment in support of culture and language in their communities, thereby combining economic and cultural benefits.	We offer good quality training through the Master-Apprentice and Language Nest programs, and FirstVoices. We are currently in discussions with the Indigenous Adult and Higher Learning Association to see if this training can be accredited by a college or university.

SHAREHOLDER'S LETTER OF EXPECTATIONS

The Shareholder's Letter of Expectations is an agreement between the First Peoples' Council and the Government of British Columbia. It defines the roles and responsibilities of each and includes high-level performance expectations, public policy issues and strategic priorities. It is reviewed and updated cooperatively once a year by the First Peoples' Council and the Government of British Columbia.

STRATEGIC THEME	SPECIFIC GOVERNMENT DIRECTION	KEY ACTIONS OF THE FIRST PEOPLES' COUNCIL
Good Governance	Monitor and review the implementation of regulations developed under the *First Peoples' Heritage, Language and Culture Act* (RSBC 2010) and the revised policy manual guidelines to assess level of compliance with the Board Resourcing and Development Office Best Practices Guidelines, as well as monitor and review the guidelines to ensure they meet these objectives: 1. Representation from all B.C. First Nations language groups on its Advisory Committee 2. Ability to adapt to governance changes as they occur in First Nations communities 3. Enhancing the credibility of the First Peoples' Council among First Nations, with governments, funders and other partners Complete by March 31, 2012.	Over the past year, we have developed a new policy manual and changed key governance policy to ensure that the First Peoples' Council is meeting its oversight obligations. In the coming year, we will be implementing the amendments to the Act and the new appointment process via an open call for the Advisory Committee and Board.
Creating Awareness	Continue to organize and implement successful events and media releases that celebrate and raise public awareness about B.C. First Nations arts, culture and languages.	Over the past year, we have sent out a number of press releases announcing new products developed by the First Peoples' Council, as well as recipients of funding. Key events have included the funding announcement for the Aboriginal Languages Initiative in Vancouver, the launch of the *2010 Report on the Status of B.C. First Nations Languages* and the visit of the Indigenous Qiang.

STRATEGIC THEME	SPECIFIC GOVERNMENT DIRECTION	KEY ACTIONS OF THE FIRST PEOPLES' COUNCIL
Reporting	Continue to research and implement performance indicators and reporting mechanisms relevant to the Ministry of Aboriginal Relations and Reconciliation and First Nations communities.	In the fall of 2010, we made recommendations to the Ministry of Aboriginal Relations and Reconciliation (MARR) to help us to improve our reporting processes and relationship with the Ministry. We will continue to work with MARR to implement improvements in this area.
Obligations to Shareholder	Fulfill obligations set out under the 2011–2012 Service Level Agreement between the First Peoples' Council and the Ministry of Aboriginal Relations and Reconciliation.	We have continued to meet our obligations through reporting mechanisms such as the service plan and annual report.
Comply with Crown Requirements	Comply with government requirement for Crown corporations to be carbon neutral by 2010.	We continue to record activities to reduce our GHG emissions in the SmartTOOL and in carbon neutral action reports, most recently in March 2011.

MANAGEMENT DISCUSSION AND ANALYSIS

This discussion and analysis of the financial results from operations and financial position for the year ended March 31, 2011 should be read in conjunction with the audited financial statements and accompanying notes. Management has included some forward-looking statements which we believe to be reasonable, based on information currently available, but these statements are subject to risks and uncertainties that may cause actual results to differ from those forward-looking statements.

The Service Plan budget is a forecast approved by the Minister of Aboriginal Relations and Reconciliation. The Board of Directors made adjustments to the budget through amendments. *Refer to the Summary of Financial Results for more information.* The Auditor's Report is unqualified and financial statements are considered to fairly represent the financial position and operations of the First Peoples' Council for the year ended March 31, 2011.

The First Peoples' Council closed the year ended March 31, 2011 with a surplus from operations of $195 on expenditures of $3.2 million. The Summary of Financial Results provides a summary of operating results for the year (fiscal 2011) along with historical and forward looking information. The forecast figures for 2012 through 2014 reflect the currently approved service plan for the First Peoples' Council.

SUMMARY OF FINANCIAL RESULTS

	MAR 07 ACTUAL	MAR 08 ACTUAL	MAR 09 ACTUAL	MAR 10 ACTUAL	MAR 11 ACTUAL	MAR 11 BUDGET Service Plan	MAR 11 BUDGET Final*	BUDGET VARIANCE	YEAR VARIANCE	MAR 12 FORECAST	MAR 13 FORECAST	MAR 14 FORECAST
$000				A	B	C	D	C-B	B-A			
REVENUES												
B.C. Ministry of Aboriginal Relations and Reconciliation	2,000	1,425	1,535	1,451	1,476	1,451	1,476	(25)	25	1,451	1,451	1,451
New Relationship Trust	0	902	1,193	1,055	1,000	1,000	1,000	0	(55)	1,000	1,000	1,000
Arts program revenues	242	462	555	467	524	499	538	(25)	57	480	480	450
FirstVoices program revenues	25	45	233	103	5		1	(5)	(98)			
Language program revenues	250	370	428	332	105	100	115	(5)	(227)	150	200	250
Other revenues	388	65	116	200	144	157	142	13	(56)	10	10	10
TOTAL REVENUES	2,905	3,269	4,060	3,609	3,255	3,207	3,272	(48)	(354)	3,091	3,141	3,161
EXPENDITURES												
Arts program	391	389	733	563	608	591	598	(17)	45	508	508	508
FirstVoices program	67	472	507	211	174	152	180	(22)	(37)	250	250	250
Language program	1,136	1,852	1,775	1,587	1,242	1,252	1,260	10	(345)	1,088	1,118	1,173
Wages and benefits	448	579	657	754	829	779	832	(50)	75	820	835	820
Administration	315	368	323	441	353	399	353	46	(88)	400	405	410
TOTAL EXPENDITURES	2,357	3,660	3,996	3,556	3,206	3,173	3,223	(33)	(350)	3,066	3,116	3,161
Excess (deficiency) of revenues over expenditures before amortization	548	(391)	64	53	49	34	49	(0)	(4)	25	25	0
Amortization of capital assets	71	79	64	53	48	34	49	(0)	(4)	25	25	
Excess (deficiency) of revenues over expenditures	477	(470)	0	0	0	0	(0)	0	0	0	0	0
CLOSING NET ASSETS												
Invested in capital assets	233	184	151	115	79	116	79	(0)	(36)	84	53	21
Unrestricted	621	200	233	268	305	268	305	(0)	36	300	331	363
TOTAL CLOSING NET ASSETS	854	384	384	384	384	384	384	0	0	384	384	384

SERVICE PLAN BUDGET FORECAST VERSUS ACTUALS (COMPARISON C-B)

There were no materially significant variances to the budget for the 2010/2011 fiscal year and most of the variances were less than one percent.

Due to the nature of how revenues flow into the organization there are often revisions to the service plan budget. Unlike other government ministries and departments that have fixed budgets, the First Peoples' Council acts as a non-profit and applies for funding throughout the fiscal year. Therefore, the approved service plan budget is rarely the final budget for the organization as it is developed at a time when we do not have confirmation from our base funders or approval on proposals to external funders.

A few variances worth noting in revenue were additional funds provided by the Ministry of Aboriginal Relations and Reconciliation to support the First Peoples' Council Board governance capacity and an increase in funds from the BC Arts Council. In terms of expenditures, we can note that there was a reduction in administration and an increase in wages as a result of contract staff becoming employees.

2010 ACTUALS VERSUS 2011 ACTUALS (COMPARISON B-A)

This section is a comparison of the actual results for 2010 and 2011. Below we describe some of the key variations from the previous year and the reasons for these variations. Although we receive base funding, we also submit proposals to receive additional funding which means our funding varies from year to year.

Operating Revenue

The 2010/2011 operating revenue decreased by $350,000 from the prior year due to changes in how funding was delivered to the First Peoples' Council as well as the expiration of multi-year funding arrangements with the Department of Canadian Heritage (DCH) in 2010. These changes were anticipated for the 2011 fiscal year and were reflected in our service plan. Going forward, the First Peoples' Council anticipates that DCH will be approving funding for project proposals and the service plan updates will reflect these changes.

Chart 1 provides an overview of the revenue trends for the First Peoples' Council. Total revenue peaked in fiscal 2009 and has been steadily declining since that time. Revenue declines are mainly due to multi-year agreements with other funding partners expiring in 2010. Also, fiscal 2011 proved to be a challenging year in terms of coming to agreement with these partners on new projects and initiatives.

CHART 1: REVENUE TRENDS, ALL SOURCES

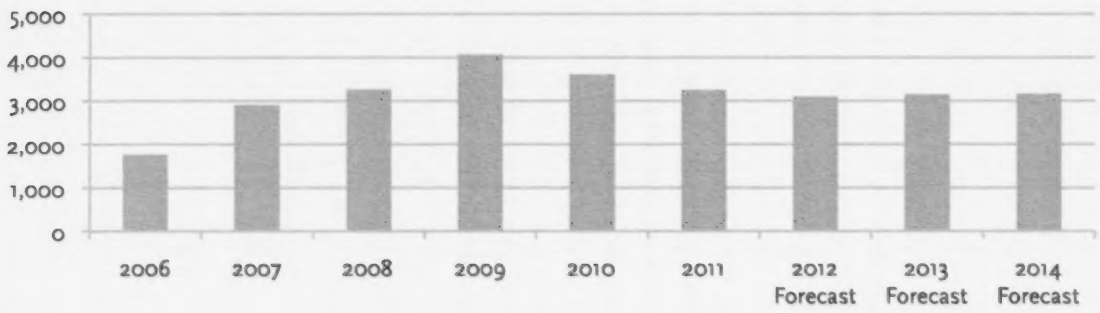
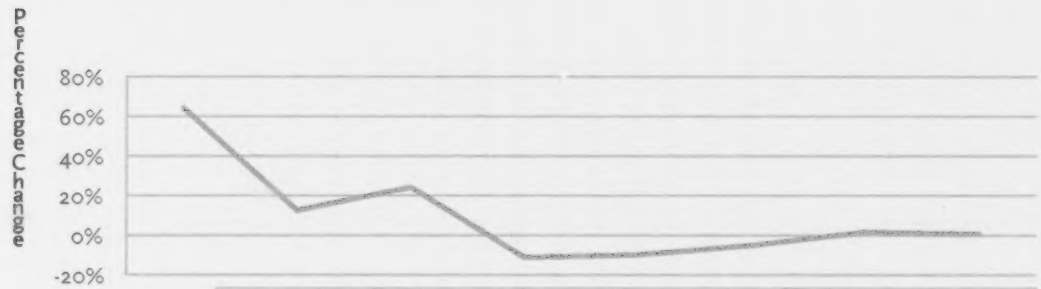


Chart 2 shows that total revenues have been declining at a rate of 10% annually since March 2010 with a further decrease of 5% expected in 2012. However, the First Peoples' Council expects this trend will flatten out over the next few years with modest increases of 2% and 1% expected for 2013 and 2014 respectively. See "Major Risks and Opportunities" section.

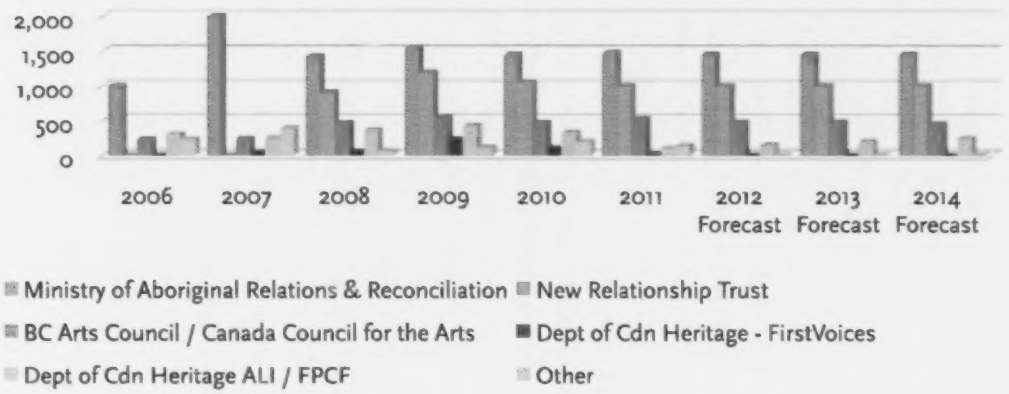
CHART 2: CHANGES IN TOTAL REVENUE



	Mar-11	Mar-12	Mar-13	Mar-14	Apr-15	Mar-16	Mar-17	Mar-18
Change by Year	64%	13%	24%	-11%	-10%	-5%	2%	1%

Chart 3 provides a breakdown of major funding sources for the First Peoples' Council, with the Ministry of Aboriginal Relations and Reconciliation and the New Relationship Trust providing the most significant ongoing funding. The funding from these two partners has remained relatively stable since 2009 and is expected to continue at similar levels.

CHART 3: REVENUE TRENDS BY SOURCE



Operating Expenditures

Total operating expenditures will generally fluctuate based on operating revenue and the First Peoples' Council closely monitors expenditures throughout the year. The First Peoples' Council acts as a non-profit and applies for funding throughout the year for much-needed projects, which depend on the success of those proposals. FirstVoices, for example, is dependent on project funding from the Department of Canadian Heritage and other funders; if we are unsuccessful in attaining this funding, it has a huge impact on our administration and projects.

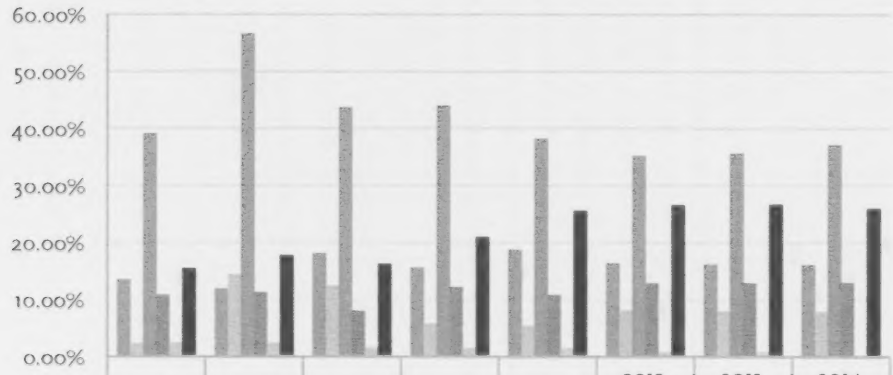
Adjustments are made to ongoing budget estimates to reflect revised forecast information as it becomes available. This ongoing monitoring forms the basis on which management is able to consistently match expenditures against available revenue to ensure that the First Peoples' Council meets or exceeds its financial targets.

Chart 4 is derived from the aggregate data presented in the Summary of Financial Results, expressed as a percentage of total revenues.

For fiscal 2010/2011, Arts program spending increased to 18.69% of the overall budget versus 15.61% in the prior year. FirstVoices program spending was consistent with the previous year with a small decrease of 0.5%. Language program spending decreased to 38.17% versus 43.98% in the previous year due to decreases in funding from other funding partners.

Although administration expenses are a challenging area to manage, the First Peoples' Council was able to decrease the percentage of total revenue expended in this area from the previous year (10.84% versus 12.21%), even with a 10% decrease in revenue. The First Peoples' Council has kept its overhead costs very low, thanks in part to the

CHART 4: EXPENDITURES BY PROGRAM



	2007	2008	2009	2010	2011	2012 Forecast	2013 Forecast	2014 Forecast
Arts	13.46%	11.90%	18.06%	15.61%	18.69%	16.43%	16.17%	16.07%
FirstVoices	2.31%	14.44%	12.50%	5.84%	5.34%	8.09%	7.96%	7.91%
Language	39.10%	56.65%	43.71%	43.98%	38.17%	35.20%	35.59%	37.11%
Administration	10.84%	11.26%	7.96%	12.21%	10.84%	12.94%	12.89%	12.97%
Amortization	2.44%	2.42%	1.58%	1.46%	1.49%	0.81%	0.80%	0.00%
Wages & Benefits	15.42%	17.71%	16.18%	20.89%	25.46%	26.53%	26.58%	25.94%

generosity of the First Nation that charges us $1 per square foot for office space as opposed to the going rate downtown, which is $27 per square foot.

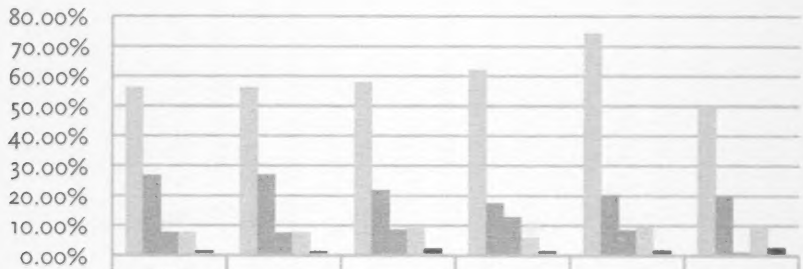
Administration expenses tend to be largely fixed in nature (i.e. office rents, utilities) and do not change in relation to total revenue streams. Therefore, the percentage of total revenue allocated to administrative costs will tend to fluctuate inversely with total revenue streams. Fiscal 2010/11 had extra expenditures relating to board governance and business planning, which resulted in a slightly higher percentage of total revenue for the year.

Chart 5 shows expenditures expressed as a percentage of total revenue. Grants and Community Resources decreased slightly from 2010 (56.31% versus 57.89%). The overall percentage of revenue used for this purpose has been decreasing since 2008. The total amounts going out to communities in the form of grants was $1,833 in 2011 versus $2,089 in fiscal 2010. However, this result was expected due to revenue declines over the same period. In fiscal 2010/11, the decrease was mainly due to the Aboriginal Languages Initiative funding going out to communities from the First Peoples' Cultural Foundation instead of the First Peoples' Council. Our staff administered the program, delivering $207,000 in grants to communities.

Wages and Benefits increased to 26.93% of revenue versus 21.95% in fiscal 2010. This was due to a combination of salary and retroactive adjustments done in accordance with the Public Sector Employers' Council, and the movement of contracted individuals to full-time employment. In addition, the Department of Canadian Heritage funding for FirstVoices that covers salaries and benefits came late in the fiscal year and had to be rolled over into 2011/12 as per the multi-year agreement.

Contracted services have been declining steadily since 2009 and are a result of contracted individuals being moved to a regular staff classification. Office overhead and administrative expenses for 2011 decreased to 7.82% from 9.3% in 2010. Governance costs decreased to 1.3% in 2011 from 2.25% in 2010 and this was due to reallocation of these resources to address other budget pressures that arose in March of 2011.

CHART 5: EXPENDITURES—% OF TOTAL REVENUE



	2011 Budget	2011 Actuals	2010	2009	2008	2007
Grants & Community Resources	56.13%	56.31%	57.89%	62.20%	74.37%	49.95%
Wages, Benefits & Staff Travel	26.84%	26.93%	21.95%	17.44%	20.28%	19.97%
Contracted Services	7.79%	7.63%	8.67%	12.98%	8.47%	1.27%
Office Overhead & Administrative Expense	7.71%	7.82%	9.30%	5.95%	9.54%	9.88%
Governance	1.53%	1.30%	2.20%	1.44%	1.71%	2.51%

Capital Expenditures

There were no significant capital expenditures for fiscal 2011 and additions consisted primarily of computer equipment replaced during the year.

Net Assets and Liquidity

Cash balances at March 31, 2011 amounted to $530,000, a decrease of $76,000 from the previous year. Total debt is entirely represented by short-term obligations that will be completely extinguished in the upcoming year. Net cash inflow from operations was $195, resulting in unrestricted net assets of $305,003 and net assets invested in capital assets of $75,735.

MAJOR RISKS AND OPPORTUNITIES THAT AFFECTED FINANCIAL PERFORMANCE

Slow recovery from economic crisis

The First Peoples' Council's partners and many funders have been affected by the slow economic recovery. As a result, the availability of grant funding has been reduced considerably and the First Peoples' Council's ability to access funding is limited and unpredictable. There is more pressure on funding sources as organizations compete to fund worthy projects. Funders are changing eligibility criteria and increasing reporting, which adds a significant burden on the Council.

Internal organizational capacity

The level and amount of reporting required is a burden for a small organization with a modest budget to manage programs and accountabilities. This issue is difficult to mitigate as many funding partners invest in First Peoples' Council programs but do not contribute funds to support the administrative capacity of the organization. The Ministry of Aboriginal Relations and Reconciliation granted $1 million from the First Citizens' Fund directly to the First Peoples' Council in April in past years, but now provides disbursements over the year, which does not allow the Council to collect interest on the funding and therefore decreases our revenue and increases reporting. There are no alternate funding sources to support our infrastructure.

Increasing demand for community-based funding

Since the release of the *2010 Report on the Status of B.C. First Nations Languages*, communities are becoming more aware of the critical state of B.C.'s First Nations traditionally based arts and languages. Community language champions and artists are rallying to make the transmission of cultural knowledge accessible. The First Peoples' Council must increase its community-based resources significantly to ensure all language groups and traditional art forms are being supported across the province or they will be extinct in a few years. B.C. has already lost eight languages the other 34 are either severely endangered or nearly extinct.

The lack of coordination of language funding is a key issue as new funds become available and are distributed by other organizations that do not have the same goals as the First Peoples' Council. The Council has been recognized by the Government of British Columbia, the Government of Canada, B.C. First Nations and language champions as the go-to organization for languages. However, other key funders are not consulting with the First Peoples' Council on decisions to fund language and culture. At the same time, coordinating efforts with organizations that have different levels of capacity and experience in language work continues to be a challenge. Ultimately, however, it is our future goal to align with all stakeholders in the most efficient and effective way possible in order to meet the needs of our community partners.

Use of technology

New tools and technology have become available, which allow First Nations to document and teach their languages. We are currently working to make these tools available to as many First Nations communities as possible. These tools connect the younger generations with their First Nations language and include the online FirstVoices Language Tutor and applications for the iPhone, iPad and iPod Touch.

MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEWS OF THE INTERNAL AND EXTERNAL BUSINESS AND POLICY ENVIRONMENT AFFECTING FINANCIAL OPERATIONS

In 2010/11, the First Peoples' Council was unable to deliver Aboriginal Languages Initiative funding because of a policy at the Department of Canadian Heritage that disallowed Crown agencies from being regional delivery agents. As a result, the Council worked with the First Peoples' Cultural Foundation to deliver funding to communities last year. The Council has submitted a proposal to be the regional delivery agent in 2011/12.

A key funder, the New Relationship Trust, requires the Council to leverage matching funds, which has been a challenge in this economic climate.

In a provincial government program mandating the public sector to become carbon neutral by 2010, the First Peoples' Council will also be required to pay $25 in offsets to the Pacific Carbon Trust per tonne of greenhouse gas emitted. In 2010/11, we were required to make our first payment to the Pacific Carbon Trust.

MANAGEMENT PERSPECTIVE ON FUTURE FINANCIAL OUTLOOK

See Summary of Financial Results for our best funding estimates for the next three years.

We hope to see our funding increase if we are successful in receiving funding from the Department of Canadian Heritage again in 2011/12. However our proposal to return to being the department's "regional delivery agent" has not yet been approved, so it is not reflected in our future plans.

We expect that the New Relationship Trust (NRT) will continue to fund the First Peoples' Council as the NRT sees the Council as a good investment that provides quality programming, delivery and accountability. The bulk of our funding comes from the First Citizens' Fund, which has been a stable source for many years. We also expect that the Ministry of Aboriginal Relations and Reconciliation will continue to invest in the immersion and planning programs, although we have been advised that funding can only be confirmed on a year-to-year basis.

The First Peoples' Council's business plan outlines what is needed to stop the demise of B.C.'s First Nations languages. However, we remain unsuccessful in increasing our funding to a level where we can stop the extinction of these languages. The First Peoples' Cultural Foundation, an independent First Nations organization, is developing fundraising plans for B.C.'s languages. The Foundation has been unsuccessful to date in raising the millions of dollars urgently needed to support language and cultural revitalization. Without this additional funding, most of B.C.'s First Nations languages will be lost in four to five years, which will make the function of our organization irrelevant.

The First Peoples' Council will continue to work with the Ministry of Aboriginal Relations and Reconciliation to make a case for additional resources for B.C. First Nations languages from provincial ministries, the federal government and other funders.

Appendix 1

LIST OF GRANT RECIPIENTS

LANGUAGE PROGRAM, 2010/11

Pre-School Language Nests

Chief Atahm School	$28,000
Chemainus First Nation	$24,000
Xeni Gwet'in First Nation	$19,000
Lower Nicola Indian Band	$19,000
Glilas Waglisla Daycare/Heiltsuk	$19,000
Seabird Island First Nation	$19,000
Nunwakola Cultural Society	$19,000
Lake Babine Nation	$22,000
Tl'etinqox-T'in Government	$22,000
Gitwangak Education Society	$22,000
TOTAL	$213,000

Master-Apprentice Teams

Secwepemctsin Team	$27,000
Witsuwit'en Team	$9,000
Skwxwú7mesh Team	$18,000
Nisga'a Team	$18,000
Haisla Team	$25,000
Hesquiaht (Nuu-chah-nulth) Team	$27,000
Nłeʔkepmxcín Team	$9,000
Éy7á7juuthem Team	$24,000
Tse'khene Team	$24,000
Kwak'wala Team	$18,000
Tlingit Team	$18,000
TOTAL	$217,000

Language & Culture Camps

Cheslatta Carrier First Nation	15,000
Xeni Gwet'in First Nation	15,000
Nisga'a Lisims Government/Elementary Secondary School	15,000
Tseshaht First Nation	13,550
Doig River First Nation	15,000
Kwakiutl Band	10,650
Saik'uz First Nation	15,000
Upper St'at'imc Language, Culture and Education Society	15,000
Tahltan Band Council/Health and Social Services Authority	15,000
Lake Babine Nation	8,350
Tk'emlups Indian Band	15,000
Lower Nicola Indian Band	14,450
Moricetown Band	15,000
Mount Currie Indian Band/Lil'wat Cultural Centre	15,000
Upper Nicola Band	15,000
Nanoose First Nation	15,000
TOTAL	227,000

Language Authorities

Secwepemc Cultural Education Society	$25,000
En'owkin Centre	$18,000
Treaty 8 Tribal Association	$18,000
Coqualeetza Cultural Education Centre	$23,330
Upper St'at'imc Language, Culture and Education Society	$23,340
Carrier Sekani Tribal Council/YDLI	$18,000
Nuu'chah'nulth Tribal Council	$18,000
Xaad Kihlgaa HI Sii Society	$21,500
WSÁNEĆ Indian School Board	$21,500
Nicola Tribal Association	$21,500
Tsilhqot'in Nation Government	$21,500
TOTAL	$229,670

B.C. Language Initiative

Ehattesaht Tribe	$15,000
The Paul Creek Language Association	$14,975
Lil'wat Nation – Lilwat7ul Culture Centre	$15,000
Kwikwasut'inuxw-haxwa'mis First Nation	$15,000
Lake Babine Nation	$15,000
Kitasoo Nation	$13,762
Sto:lo Nation	$14,990
Adams Lake Indian Band – Chief Atahm School	$15,000
Yunesit'in Government	$15,000
Nadleh Whut'en Band	$15,000
Skidegate Band - (SHIP) HlGaagilda Xaayda Kil Naay	$15,000
Secwepemc Cultural Education Society	$14,719
Splatsin Tsm7aksaltn Society	$15,000
Upper St'at'imc Language, Culture & Education Society	$15,000
Tla-o-qui-aht First Nation	$15,000
Nlaka'pamux Tribal Council	$15,000
Adams Lake Indian Band – Elders	$5,000
TOTAL	$243,446

FIRSTVOICES, 2010/11

(Note: All projects funded by the New Relationship Trust unless otherwise noted)

FirstVoices Content Upgrades

Lil'wat	$6,700
Northern St'at'imcets	$6,700
Sliammon	$6,700
Tsilhqot'in	$6,700
Ehattesaht Nuchatlaht	$6,700
Kwadacha Tsek'ene	$6,700
Tse'Khene	$6,700
Ktunaxa	$2,400
Dakelh/Southern Carrier	$6,700
TOTAL	$56,000

FirstVoices Language Tutor Development

Lil'wat (development + training)	$8,231
Sliammon	$5,500
Halq'emeylem (development + training)	$7,500
SENĆOŦEN	$5,500
Secwepmctsin	$5,500
TOTAL	$32,231

FirstVoices Mobile App Development

Lil'wat	$2,600
Northern St'at'imcets	$2,600
Sliammon	$2,600
Tsilhqot'in	$2,600
Ehattesaht Nuchatlaht	$2,600
Dakelh/Southern Carrier	$2,600
Ktunaxa	$2,600
Nisga'a	$2,600
Kwak'wala	$2,600
TOTAL	$23,400

FirstVoices Training

Nłeʔkepmxcín	$3,000
TOTAL	$3,000

Dictionary Digitization

(Project funded by the Department of Canadian Heritage)

Sechelt First Nation (development + training)	$16,000
Nak'azdli (Carrier)	$10,000
TOTAL	$26,000

ABORIGINAL ARTS DEVELOPMENT AWARDS, 2010/11

Arts Administrator Internships

Suzan Kostiuck, *Cowichan Valley Arts Council*	$30,000
Rosemary Georgeson, *Urban Ink Production Society*	$30,000
Kim Harvey, *Full Circle First Nations Performance*	$21,260
Tanis Grandbois, *Lilwat7ul Cultural Centre & Squamish Lil'wat Cultural Centre*	$30,000
Sandra Marks, *Old Massett Village Council*	$30,000
Lonnie Mather-Chard, *Ha' matgm An'on Art Collective*	$30,000
TOTAL	$171,260

Individuals

Daina Ashbee	$5,000
Jesse Alexander Davidson	$5,000
Lindsay Delaronde	$5,000
Cris Derksen	$5,000
Julie Flett	$5,000
Clara Jack	$5,000
Darren Joseph	$2,500
Andrew McGinnis	$5,000
Mathew McNeill	$5,000
Janet Panic	$5,000
Corey Payette	$5,000
William Quinn	$3,500
Kristi Lane Sinclair	$5,000
Dustin Steeves	$5,000
Angela Sterritt	$5,000
Kelly Terbasket	$5,000
Carol Ann Young	$5,000
TOTAL	$81,000

Arts Administrator Internships

Eslha7an Learning Centre/Squamish Nation	$6,000
Okanagan Nation Alliance	$10,000
Youth Helping Youth Mentorship Program	$25,000
Indigenous Performing Arts Alliance (IPAA)	$5,000
Sookinchoot Youth Centre	$25,000
Saanich Native Support Program	$22,925
Gitamaxmak'ay Nisga'a Dancers	$12,000
Kalan Wi	$10,000
Siem Media Society	$10,000
Valarie Dudoward Foundation	$7,815
TOTAL	$133,740

Sharing Traditional Arts Across Generations

Dorothy "Pewi" Alfred	$10,000
Cheslatta Carrier Nation	$12,000
Kwakiutl Band	$8,500
Lake Babine Nation Youth Regalia Project	$12,000
Lilwat7ul Cultural Centre	$8,500
Charles Lucas	$12,000
Ned Wilson Matilpi	$12,000
Nak'alBun Elementary School	$10,000
Simpcw First Nation	$12,000
Tellqelmucw Secwepemc Heritage Society	$12,000
T'Souke Nation	$8,000
Youth Helping Youth Mentorship Program	$12,000
Russell Mather	$11,000
Pat Bruderer	$6,000
Angela Marston	$11,000
Boothroyd Indian Band	$12,000
TOTAL	$169,000

Appendix 2

CULTURAL INSTITUTE

FUTURE VISION FOR THE ORGANIZATION

Establishment of a First Peoples' Cultural Institute

Even with the economic uncertainty we are now facing, we are determined to realize our vision for a centre that will continue to raise the profile of First Nations arts, languages and cultures in British Columbia.

The First Peoples' Board of Directors envisions the First Peoples' Cultural Institute as B.C.'s version of the Smithsonian Institute—a First Nations-run centre that attracts positive attention from around the world for the government of B.C. and its policies of reconciliation. However, it would be unique in that it would not be a museum in the traditional sense, but a demonstration of living First Nations cultures. This vision for the future clearly ties together all of the goals that have been outlined in this annual report.

The Institute would house the First Peoples' Council in a new space that would include an art gallery, recording facilities, offices and working space for learning and passing on cultural knowledge—an incubator for cultural expression and the development of cultural experts, and an international showcase of B.C. First Nations cultures. It would also expand and enhance the arts, culture and language programming of the Council to fulfill its complete mandate.

While the Institute would serve First Nations communities, cultural centres, Elders and artists, it would also importantly provide opportunities for First Nations youth to forge deeper connections with their heritage, arts, language and culture. This is key to the survival of First Nation's cultural and linguistic practices in B.C.

In order to achieve this important vision, the First Peoples' Council needs to build capacity within the current organization as a next step.

Institutions such as the Royal B.C. Museum and the Museum of Anthropology are able to raise millions of dollars from public and private sources because they have infrastructure in place. With this in mind, we are taking steps, including further development of a business plan and feasibility study, that will allow us to move toward this important next level, so that we can fulfill our full mandate as legislated by the government of British Columbia for all First Nations in the province.

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

FINANCIAL STATEMENTS

Year Ended March 31, 2011

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Chris Cowland, CA*
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*operating as a partnership of incorporated professionals

Independent Auditors' Report

To the Minister of Aboriginal Relations and Reconciliation, Province of British Columbia
To the Members of the Board of First Peoples' Heritage, Language and Culture Council

We have audited the accompanying financial statements of First Peoples' Heritage, Language and Culture Council, which comprise the statement of financial position as at March 31, 2011, and the statements of operations, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory notes and information.

Management's Responsibilities for the Financial Statements
Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making these risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the financial statements present fairly, in all material respects, the financial position of the Council as at March 31, 2011 and the results of its operations and statement of cash flow for the year then ended in accordance with Canadian generally accepted accounting principles.

Cowland Paterson + Co.

Sidney, B.C.
May 13, 2011

Professional Accountants

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Statement of Financial Position

March 31, 2011

	2011	2010
Assets		
Current		
Cash	$ 530,218	$ 606,405
Accounts receivable	46,141	67,667
HST receivable	17,017	-
Prepaid expenses	2,662	2,748
	596,038	676,820
Capital Assets (Note 4)	78,735	115,089
	$ 674,773	$ 791,909
Liabilities		
Current		
Accounts payable and accrued liabilities	$ 264,321	$ 381,652
Deferred revenue (Note 5)	26,614	26,614
	290,935	408,266
Net Assets		
Capital stock (Note 6)	100	100
Net assets invested in capital assets	78,735	115,089
Unrestricted net assets	305,003	268,454
	383,838	383,643
	$ 674,773	$ 791,909

Commitments (Note 8)

Approved By The Board

Director

Director

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Statement of Operations

Year Ended March 31, 2011

	2011	2010
Revenue		
Grants	$ 3,139,300	$ 3,469,281
Interest and other	61,271	4,219
Administration fees	54,000	116,597
Training and consulting	-	18,710
	3,254,571	3,608,807
Expenditures		
Grants	1,785,647	1,970,005
Bank charges	1,193	1,145
Communications	30,011	19,467
Community expenses	39,184	99,794
Contractor fees	185,404	256,663
Council and advisory committee expenses	42,389	79,454
Equipment rental	9,443	11,636
Insurance	4,188	4,206
Jury / Peer Review Committee	35,348	34,247
Licenses and fees	4,135	15,220
Office	87,501	157,720
Professional fees	27,685	21,837
Protocol	3,604	6,481
Rent	42,000	42,000
Repairs and maintenance	19,315	20,644
Language research & development	7,702	19,277
Travel	47,796	38,066
Utilities	4,637	4,275
Wages and benefits	828,776	754,000
	3,205,958	3,556,137
Excess of revenue over expenditures before amortization	48,613	52,670
Amortization	48,418	52,670
Net Surplus	**$ 195**	$ -

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Statement of Changes in Net Assets

Year Ended March 31, 2011

	Invested in Property, Plant and Equipment	Unrestricted Funds	2011 Total	2010 Total
Balance, beginning of year	$ 115,089	$ 268,454	$ 383,543	$ 383,543
Excess (deficiency) of revenue over expenses	(48,418)	48,613	195	-
Invested in capital assets/ funds transfers	12,064	(12,064)	-	-
Balance, end of year	$ 78,735	$ 305,003	$ 383,738	$ 383,543

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Statement of Cash Flow

Year Ended March 31, 2011

	2011	2010
Cash received from:		
2010 Legacies Now	-	13,977
BC Arts Council	122,500	450,000
BC Ministry of Aboriginal Relations & Reconciliation	1,476,000	1,451,000
Canada Council of the Arts	45,000	3,386
Department of Canadian Heritage	-	232,470
First Peoples' Cultural Foundation	495,800	263,648
New Relationship Trust Corporation	1,000,000	1,054,800
Administration fees	54,000	135,307
Interest Income and other miscellaneous receipts	61,271	4,219
	3,254,571	3,608,807
Cash used for grants and awards	(1,785,647)	(1,970,005)
Cash used for salaries and benefits	(828,776)	(754,000)
Cash used for materials and services	(704,271)	(1,310,476)
	(3,318,694)	(4,034,481)
	(64,123)	(425,674)
Cash flows from investing activities		
Purchase of capital assets	(12,064)	(16,682)
Decrease in cash	(76,187)	(442,356)
Cash, beginning of year	606,405	1,048,761
Cash, end of year	$ 530,218	$ 606,405

1. PURPOSE OF THE ORGANIZATION

The First Peoples' Heritage, Language and Culture Council ("the Council") is a Crown Corporation, established under the First Peoples' Heritage, Language and Culture Act and is an agent of the Crown. The Council commenced operations April 1, 1991. The mission of the Council is as follows:

- To preserve, restore and enhance First Nations' heritage, language, and culture;
- To increase understanding and sharing of knowledge, within both First Nations' and non-First Nations' communities; and
- To heighten appreciation and acceptance of the wealth of cultural diversity among British Columbians.

2. SIGNIFICANT ACCOUNTING POLICIES

(a) Amortization

Rates and bases of amortization applied to write off the cost less estimated salvage value of capital assets over their estimated lives are as follows:

Leasehold improvements	7 years, straight-line
Furniture and equipment	5 years, straight-line
Computers	3 years, straight-line
Computer software	3 years, straight-line

No amortization has been taken on the Art Collection.

(b) Revenue Recognition

The Council follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

(c) Donated Services and Materials

Donated materials are recorded both as donations and expenses at their fair value when fair value can be reasonably estimated. Donated services are not recorded in the financial statements, as they cannot be reasonably estimated. The Council also receives a number of volunteer hours from the Board of Directors, which have not been recognized, due to the difficulty of estimating their value.

(d) Use of Estimates

In preparing the Council's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. Actual results could differ from these estimates.

(e) Financial Instruments

The Council's financial instruments consist of cash, receivables, payables and accruals. Unless otherwise noted, it is management's opinion that the Council is not exposed to significant interest, currency or credit risks arising from these financial instruments. The fair value of these financial instruments approximates their carrying values, unless otherwise noted.

3. RELATED PARTY TRANSACTIONS

The Council's directors are appointed by the Minister of Aboriginal Relations and Reconciliation from the Advisory Committee which has tribal council representatives from First Nations across the province of British Columbia. It is, therefore, inevitable that there will be grants made to a community within a tribal council that a Council member represents. A standard application and peer review process ensuring that there is not a conflict of interest is followed in all cases to determine which communities are awarded grants.

The First Peoples' Heritage, Language and Culture Council is related through common ownership to all Province of British Columbia ministries, agencies and Crown corporations. Transactions with these entities are made under normal operational terms and conditions.

4. CAPITAL ASSETS

	Cost	Accumulated Amortization	2011 Net	2010 Net
Art Collection	$ 13,100	$ -	$ 13,100	$ 13,100
Computer equipment & software	197,101	185,165	11,936	10,461
Furniture and equipment	81,844	76,272	5,572	16,776
Leasehold improvements	167,499	119,642	47,857	71,785
Software	45,575	45,305	270	2,967
	$ 505,119	$ 426,384	$ 78,735	$ 115,089

5. DEFERRED CONTRIBUTIONS

The Council has continuing programs at March 31, 2011. Contributions related to the completion of these programs have been deferred as follows:

	2011	2010
Canada Council for the Arts	$ 26,614	$ 26,614
	$ 26,614	$ 26,614

6. CAPITAL STOCK

The capital of the Council is one share with a par value of $100. The share is issued to and held by Her Majesty the Queen in right of the Province of British Columbia.

7. EMPLOYEE PENSION PLAN

The Council and its employees contribute to the Public Service Plan. The Plan is a multi-employer defined benefit plan. The British Columbia Pension Corporation administers the Plan, including the payment of pension benefits on behalf of employers and employees in accordance with the Public Sector Pension Plans Act.

The risks and rewards associated with the Plan's unfunded liability or surplus are shared between the employers and the Plan's members and may be reflected in their future contributions.

8. COMMITMENTS

Effective February 14, 2007, the Council entered into a seven year lease agreement expiring on February 14, 2014 for its premises. Minimum rent payable in aggregate and for each of the next three years is as follows:

2012	42,000
2013	42,000
2014	42,000
	$ 126,000

FIRST PEOPLES' HERITAGE, LANGUAGE AND CULTURE COUNCIL

Schedule of Grant Revenue

(Supplemental Unaudited Information)

Year Ended March 31, 2011

	2011	2010
Revenue		
Canada Council for the Arts	$ 45,000	$ 3,386
BC Arts Council	122,500	450,000
Department of Canadian Heritage	0	232,470
MARR	1,476,000	1,400,000
Minister of Finance	0	51,000
2010 Legacies Now	0	13,977
FPCF	495,800	263,648
New Relationship Trust	1,000,000	1,054,800
Total Revenue	$ 3,139,300	$ 3,469,281

FIRST PEOPLES' HERITAGE, LANGUAGE AND CULTURE COUNCIL

Schedule of Operations by Program

(Supplemental Unaudited Information)

Year Ended March 31, 2011

	Administration	Arts Program	First Voices	Language Program	Total
Revenue					
Canada Council for the Arts	0	45,000	0	0	45,000
BC Arts Council	0	122,500	0	0	122,500
MARR	603,774	49,423	187,352	635,451	1,476,000
FPCF	35,314	356,413	0	104,073	495,800
New Relationship Trust	0	150,000	150,000	700,000	1,000,000
	639,088	723,336	337,352	1,439,524	3,139,300
Revenue - Other					
Interest and other	54,982	0	5,369	2,600	62,951
Administration fees	54,000	0	0	0	54,000
	108,982	0	5,369	2,600	116,951
Total Revenue	748,069	723,336	342,721	1,440,445	3,254,571
Expenditures					
Grants	0	555,000	100,531	1,130,116	1,785,647
Bank charges	1,193	0	0	0	1,193
Communications	26,123	0	0	3,888	30,011
Community expenses	0	1,042	16,976	21,166	39,184
Contractor fees	89,922	25,745	52,237	17,500	185,404
Council and advisory expenses	42,389	0	0	0	42,389
Equipment rental	9,443	0	0	0	9,443
Insurance	4,188	0	0	0	4,188
Jury / Peer Review Committee	1,945	12,152	1,356	19,895	35,348
Licenses and fees	4,135	0	0	0	4,135
Office	33,234	14,117	0	40,150	87,501
Professional fees	27,685	0	0	0	27,685
Protocol	3,604	0	0	0	3,604
Rent	42,000	0	0	0	42,000
Repairs and maintenance	19,315	0	0	0	19,315
Language research & develoment	0	0	0	7,702	7,702
Travel	42,924	109	2,779	1,984	47,796
Utilities	4,637	0	0	0	4,637
Wages and benefits	348,911	117,376	169,233	193,256	828,776
Total Expenditures	701,648	725,541	343,112	1,435,657	3,205,958
Excess (Deficiency) of Revenue over Expenditure before amortization	46,422	(2,205)	(391)	4,788	48,613
Amortization	48,418	0	0	0	48,418
Excess (Deficiency) of Revenue over Expenditure	(1,996)	(2,205)	(391)	4,788	195

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

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